



California Department of Corrections and Rehabilitation

Staff News

Communicating with Professionals in Corrections and Parole

www.cdcr.ca.gov

December 1, 2005

The Staff News Interview

15 Minutes With...



Joe McGrath

By Julia Blanton
Staff Writer
Office of Public &
Employee Communication

Q. Following a very troubled time, your tenure as warden at Pelican Bay State Prison was seen as successful, both by administrators and line staff. What lessons did you learn in that experience that will assist in your new role as head of Adult Operations?

A. At Pelican Bay, I learned some basic lessons about leading people. People are hungry for leadership that they can trust. People are looking for direction, and along with that they need to know that they are going to get the kind of support that they need to take the kind of risks that are necessary in this business.

Secondly, I learned that people want to be part of something positive.

If staff believe that what you are trying to do is appropriate and for the right reasons; then they will be ready to support you.

I've also learned that the line staff have the answers, and I tried to really rely upon their input. Philosophically, I tried to set an overarching strategy re-

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Secretary Hickman and Sheriff Carona discuss the High-Risk Sex Offender GPS program.

CDCR Announces Partnership with Orange County Sheriff's Office to Monitor High-Risk Sex Offender Parolees

On Oct. 28 the California Department of Corrections and Rehabilitation (CDCR) announced a groundbreaking partnership with the Orange County Sheriff's office to implement a statewide Global Positioning System program to track the movements of high risk sex offenders.

"The most important mission of CDCR is to promote and enhance public safety. We are proud that by means of this GPS program, our Adult Parole Division is

in the forefront of public safety enhancement," said **Roderick Q. Hickman**, secretary of CDCR.

"The partnership between the State and our department means that Orange County will be a safer place," said Sheriff **Michael Carona**. "As these partnerships roll out throughout California, it means that it will be that much harder for criminals to prey on the innocent."

The CDCR is the first and only state level agency – nationwide – that

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Quick-Thinking Wasco Correctional Officer Saves Lives, Property

By Brian Parriott

AA/PIO Wasco State Prison

If recent experience is a guide, Wasco State Prison Correctional Officer **James Johnstone's** keen ability for being in the right place at the



Officer James Johnstone.

right time, might be more than luck.

On Aug. 31, at about 1649 hours, Johnstone was painting his house when he saw and smelled smoke wafting over from his neighbor's home. Initially Johnstone thought the neighbor was barbecuing. Johnstone became sus-

picious, when he realized that the fire was growing and began to smell like a structure fire.

When he looked over his fence, Johnstone saw that it wasn't a barbeque but that the neighbor's house was on fire. Johnstone called out to his wife and instructed her to call 911 and jumped over the fence. Once in the neighbor's yard he grabbed a water hose and proceeded to douse the fire.

Johnstone's quick thinking and immediate action prohibited the house from sustaining major damage and may have saved the life of the occupants.

On May 20, CDCR Secretary Roderick Hickman, with the then Youth and Adult Corrections Agency, was joined by Jeanne Woodford, Director, California Department of Corrections, in recognizing officer

Johnstone who received the Medal of Valor award in a ceremony on the west steps of the Capitol.

Johnstone received the award for his heroic act of assisting a woman who was in a car accident. Johnstone's quick thinking and decisive action saved the life of this citizen.

Officer Johnstone began his career with the Department of Corrections at the California Correctional Institution (CCI) in Tehachapi on Sept. 12. Johnstone's dedication to the Department of Corrections and Rehabilitation and his selfless giving of assistance in a time of need secured his nomination and receipt of the Medal of Valor Award.

Thank you Officer Johnstone for all that you do. You are an inspiration to those around you and an officer of great integrity!

Our #1 Recruiters are CDCR Employees

Can you help CDCR meet its recruitment objectives, reducing the need for mandatory overtime and working extra shifts?

Chances are, you and your co-workers already do this.

When the Department surveys applicants on how they learned about an employment opportunity with CDCR, a high percentage consistently say they heard about us from a "friend or relative" or a "CDCR employee."

It's commonly believed many of these friends or relatives are also CDCR employees.

Of Correctional Officer applicants, 60 percent say they learned about the Department from a "friend or relative" or "CDCR employee." For Medical Technical Assistants, it's

an impressive 38 percent. RN and physician applicants were close behind at 34 and 29 percent.

CDCR health care recruitment efforts for RNs, Physicians and other critical health care positions will continue to intensify in the coming months. Workforce Planning Recruiters, along with Institution staff, regularly participate in events targeting our most needed health care classifications.

It's clear from the data that CDCR employees make the best recruiters. So keep up the good work, and keep telling people about the great career opportunities at the Department!

If you would like recruitment material to hand out, you can call the

Peace Officer Recruitment Unit at (916) 227-7350 or Workforce Planning and Recruitment at (916) 324-9558, and we will gladly send you some. Or you can always tell people to visit the CDCR web site (www.cdcr.ca.gov) to learn more about career opportunities.

Submissions

Staff News publicize staff activities, innovative programs, and transmits important information to the rank-and-file. To this end, we need stories and pictures to be submitted for publication. Please send your submissions to:

agencynews@cdcr.ca.gov



The first CDCR Division of Adult Institutions Cadet Academy graduating class pose on October 20 -- following the 16-week academy.

CSP- Solano Feted at 2nd Annual Community Heroes Lunch

The Community Heroes Luncheon was held at the Fairfield Community Center on Sept. 22, to honor the 50 local individuals and groups that contributed to the Fun on the Run Van project.

Approximately 200 people were in attendance, including California State Prison, Solano Chief Deputy Warden **Clifford Brown** (A) and

Mary Neade, Administrative Assistant, who were presented with a banner and plaque in recognition for CSP-Solano's contribution to the project.

The mission of the Fun on the Run Van was to provide rowing after school and summer recreation to latchkey kids within the community. The idea was inspired by the vision of a Fairfield Community Service employee. However, "funding" had been a prevalent obstacle in executing the project, therefore facilitators of the project sought after assistance from local businesses and individuals within the community.

More than 50 businesses and organizations responded, including California State Prison Solano, with the shared goal of contributing

to the success of the community project.

Inmates assigned to CSP-Solano's Vacavalley Adult School and Vocational Auto Body and Paint Supervisor **John Gast** assisted Fairfield Community Services in the van-refurbishing project. The inmate crew proudly painted the van. Fairfield Community Services placed signs donated by Solano Signs on the van displaying the names and logos of those businesses that participated, including CSP-Solano's Vacavalley Adult School.

"One person's dream has not only become a reality, but as also fostered community team effort in providing children with an outlet of after-school activities," said Chief Deputy Warden Brown. "I am impressed by the community support for this important activity, and am glad our facility had the opportunity to participate and assist in the ways that we did."



CSP-Solano inmates prepared this van for public duty.

15 Minutes..*(From page one)*

garding how we will manage a difficult population. Within that are the details of the day-to-day that I believe the line staff have the answers for.

If the line staff does not believe in what we are doing, then we cannot get the desired result. In other words, I cannot fix the DCR from 1515 S Street; it has to be done one person at a time, one place at a time, one decision at a time..

If given the opportunity staff will do what is right almost all of the time.

However, we have to be careful what we ask of people because that is exactly what they will give you. In some instances, leadership has not asked for anything, and staff had to assume, on their own, what was expected of them.

Our staff are extremely creative and will come up with ways to address issues that they are faced with each day.

They have to improvise to get through whatever problem it is that they are faced with at the moment. What I tried to do is to identify what those best practices were, and encourage those practices with effective communication.

By the way, we are doing some of this right now: we are now attempting to find the best ways to approach problems in a more consistent way across the state.

What I tried to do at Pelican Bay was to make clear what I expected from staff and exactly what they could expect from me.

Communication and building trust are the essential ingredients that I attribute to the turn-around and success of Pelican Bay.

Q. What are your three priorities



Chief Deputy Secretary Joe McGrath.

as Chief Deputy Secretary, Adult Operations?

A. My first priority is staff safety. I also think, though, that staff safety goes along with inmate safety, because most often staff is at risk because of inmate violence.

Staff safety is inclusive of equipment, training, and even filling vacancies. There are 3000 vacant correctional officer positions in this state currently which is a huge strain on line staff.

We do have a plan to hire those staff over the next 3 years; relief won't be immediate, but help is on the way.

My second priority is reducing inmate violence. Inmates need to have a choice in what they do, whether it is positive or negative.

We need to provide them with choices and then hold them accountable for their choices.

If inmates are disruptive to other inmates that want to do positive things, then we need to separate the disruptive inmates so that the inmates who want to can have the opportunity to make a positive difference in their lives.

In a model where there are only two kinds of inmates - those that want a positive program and those that do not - we are able through this separa-

tion to create a safer environment for everyone. In the long term, I believe this will also make a difference in our recidivism through positive programs in an environment where inmates feel safe to make positive changes.

This all ties into our new pilot model of the Behavior Modification Unit where disruptive inmates earn their privileges.

Rehabilitation cannot occur until we have individuals that can exist in an environment that is not a threat to them. Then we are able to program effectively and will see more effective transitions into the community. The programs are what ultimately equal public safety.

We are also currently working on plans to relieve overcrowding over the next several years. We understand that this is a big part of creating the environment necessary to achieve our objectives, in this regard.

My third priority is empowering supervisors. I think that we have gotten away from supervisors feeling empowered to be the leaders that we need them to be. I need to get a message to them that will empower them to be trainers, mentors, and risk takers.

Supervisors are the first line to correct poor performance or misconduct, and they need to feel supported and empowered in order for this to occur.

I do not think that they know yet that they have the support they need to make this happen. This is a leadership issue and has everything to do with staff morale and succession.

The leaders of the future are going to be those that have been properly mentored by the supervisors of the present. This can only happen through improved communications.

We plan to improve communication
(Please see 15 Minutes, Page 8)

GPS...*(From page one)*

has implemented active GPS and Automated Crime Scene Correlation program to better track high risk sex offenders and monitor their activities.

"Beginning this week, more than 40 high risk sex offenders in Orange County will be issued the GPS electronic bracelets that will make it easier for law enforcement officers and parole agents to track their whereabouts and determine their location at the time of a crime," Hickman said.

Orange County will be the first local law enforcement agency to not only access CDCR data but also share its data with CDCR parole agents.

"The difference is real-time crime scene correlation," Hickman said. "The GPS program, our Adult Parole Division is in the forefront of public safety."

"GPS technology is proving to be an effective evidence based law enforcement tool in assisting parole agents and law enforcement officers in their mission to increase public safety, and monitor the movement of sex offenders," added Carona.

GPS uses satellite technology to track each parolee's position and movement around the clock and every day of his parole term. In this application, it is coupled with an automated link from local law enforce-

ment agencies that will either place a monitored offender at the scene of the crime or eliminate that offender from the scene of the crime.

What makes this phase so exciting is the partnership the California Department of Corrections and Rehabilitation has entered into with the Orange County Sheriff's Department to share information that will provide law enforcement with real time crime scene correlation data, Hickman noted. "We are proud to have the Orange County Sheriff's Department as our partners in this effort."

Orange County will be the first place in the country to use active, real-time GPS supervision of sex offenders featuring crime scene correlation in partnership with local law enforcement.

There are two ways in which this partnership will help ensure public safety:

1. Assisting law enforcement with responding to emergency alerts
2. Collecting and compiling crime scene correlation data.

In the crime scene correlation system, the sheriff's department can input crime scene data into the system and then cross reference with CDCR data to see if any of the GPS-tracked parolees was at the scene. Just as

important, they can also tell which parolees who were not there in the area.

- The pilot program began in San Diego County in July 1. 80 units are currently in use in the region.
- 40 additional units have been placed in Orange County on High Risk Sex Offenders
- HRSO caseload will be 20-1 (traditional HRSO caseload is 40 - 1)
- Costs: the additional cost of monitoring with a GPS unit is approximately \$7 per day. That figure does not include increased staffing costs.

Staff News

The Electronic Edition

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Arnold Schwarzenegger

Governor

Roderick Q. Hickman

Secretary, CDCR

J.P. Tremblay

Executive Editor

George Kostyrko

Managing Editor

Margot Bach

Julio C. Calderon

Elaine Jennings

Sarah Ludeman

Todd Slosek

Terry Thornton

Contributors

Produced and distributed by:
CDCR Communications Office
1515 S Street, Suites 103-113
Sacramento, Ca 95814
(916) 324-6408

DJJ Science Teacher is Recipient of California National Guard Medal of Merit

Arlon Gage, a science teacher at Jack B. Clarke High School, at the Southern Youth Correctional Reception Center and Clinic, with the Division of Juvenile Justice received the California Medal of Merit, by the State of California Military Department on Oct. 1.

Gage, a Colonel and Chief Surgeon in the California Military Reserves, was awarded this second-highest award for a military administrator, for meritorious service from Aug 19, 2004 to Sept. 30, 2005.

Congratulations, Col. Gage, not only from **Staff News**, but from the CDCR Executive Team!

Please join us in Welcoming Winter!

* Prison Industry Authority
Showroom and Conference Center
Open House and Winter Workshops
December 8th and 9th
10:00 AM to 4:00 PM *

* 1901 Broadway
Sacramento, CA 95814
(Entrance and FREE parking at 19th and X Street)

Workshops:

Ergonomic Seating: Make yourself comfortable

10:30 – 11:30
Led by a leading Sacramento Ergonomist, learn how to choose and adjust your chair. Staff will be available to assist you with your personal chair fitting.

Public Safety: We build better lives for a safer California

12:30 – 1:30
Learn how the California Department of Corrections and Rehabilitation and the Prison Industry Authority contribute to your safety. Hear a personal account of the positive impact you have when you buy from PIA.

Space Planning: Building and managing your workspace

2:00 – 3:00
A leading Sacramento design firm will be offering tips on how to plan your space and make the planning process easier.

Free product samples, tote bags and refreshments!



Does Coercive Treatment Work?

Lessons from California's Substance Abuse Treatment and Recovery (STAR) Program

By Sheldon Zhang, Ph.D.

Professor of Sociology

San Diego State University



Sheldon Zhang

A recent study of the Preventing Parolee Crime Program which was operated by the parole and community services division, found that coercive treatment may have some merits. There were several service components under PPCP—residential multiservice centers, literacy labs, substance abuse education, drug treatment networks, employment readiness and job placement assistance. Although parolees may enroll in any of the services voluntarily, the Substance Abuse Treatment and Recovery (STAR), an education-based program, was the only one that had a clear coercive undertone in its enrollment procedure. With few excep-

tions, participants enrolled in STAR had failed the Anti-Narcotics Test (ANT), which was administered randomly as a condition of parole. Parolees with dirty test results faced two choices—prison (or other structured environment) or STAR.

The program, typically delivered in classroom lectures, was held at parole offices. The primary goal of the program was to resolve substance abuse problems; but it also aimed to change antisocial attitudes and behaviors, such as habitual lying, stealing and aggression, by teaching parolees how to increase self-control, and develop better problem-solving and conflict resolution skills. Parolees were awarded a certificate upon successful completion of the program, as defined by fulfilling the required 120 hours, meeting daily expectations in the classroom, and developing a community transition plan.

To many of the participants, the materials were nothing new. Our field interviews also revealed that some parolees were using drugs while attending the classes. Needless to say, of all the treatment services under PPCP, STAR was the only sanction-oriented program and had the most unwilling participants.

STAR enrolled a total of close to 9,000 parolees over the three years under this study. Lacking a true experimental design, we used the entire state's non-PPCP population as a baseline for comparison purposes. Because of their substance abuse problems, and usually, an unwillingness to attend STAR, these parolees were at a particularly high risk of parole revocation; consequently, their recidivism rates were generally higher than their counterparts enrolled in other service components. Still, we found that those who managed to

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Slow Down / Despacio Program Visits Wasco State Prison

By Brian Parriott

AA/PIO Wasco State Prison

On Oct. 27, a group of 15 youths from the Kern County Probation Department heard firsthand what life in prison is all about. The visit to Wasco State Prison - Reception Center was made possible through a program called Slow Down/Despacio.

Male and female juvenile offenders and/or potential offenders are referred to the Slow Down/Despacio program by various law enforcement agencies, probation departments, community organizations, schools and/or parents.

The program is designed to intervene in potential social deviance by raising the level of awareness among our community youth regarding the consequences of criminal activity. It is a creative youth outreach program. The program also provides a support

system by utilizing outside organizations. It supplies simple and easily understood definitions, designed to teach our youth that they must take responsibility for their actions, and that they are the only ones who can exert control over their lives by creating viable options.

Its mission is accomplished by expanding the base of reliable information upon which individuals make decisions. The program allows staff and inmates to share information from their life experiences and to



Kern County probationers get an earful from prison inmates.

identify those community resources that offer positive directions to at-risk youth.

The youth who met with inmates and staff, had a chance to ask questions, and got a firsthand look at inmate made weapons.

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STAR... *(From page six)*

complete the STAR course had a lower return-to-custody rate (40 percent) than the statewide average (55 percent), one year after release from prison. Moreover, there were incremental effects with the amount of treatment received in this program. Those who completed at least 60 hours of instruction (half of the classroom instruction hours) fared better (63 percent) than those who completed less than 60 hours of instruction (69 percent). Those who graduated from STAR also absconded at a much lower rate within one year from admission to the program than did parolees that did not graduate from STAR.

The majority of agents we interviewed were suspicious of the utility of this program; however, a few agents thought of it as a "pit stop" or "time out" on a parolee's way to re-

offending or revocation. Many agents did not believe this or other services would decrease recidivism; rather, these programs temporarily stop the parolee from re-offending because their time would be occupied in programs. However the findings suggested a different picture. Since parolees enrolled in this program mostly had failed a drug test and were referred to this service as an intermediate sanction, we expect less self-selection bias in the subject population, compared to other services. Even after we introduced more sophisticated statistical procedures to control for other possible confounding factors, such as prior incarceration history, age, gender, and race, the positive effects remained.

Findings from this study bear several policy implications. First, coercion will encourage participation in

correctional services. Second, some parolees will benefit from treatment services, irrespective of whether they are willing participants or not. In this study, at least for those who were "treatable," STAR was far less expensive than a regular return-to-custody option. Conversely, it would have cost the state a lot to incarcerate these parolees had the program not been available. Third, although program completion is most desirable, sustained participation also seems to produce incremental benefits.

The challenge for policy makers is to what extent such a coercive approach should be applied to other types of correctional services, or how many times such a coercive treatment should be used before sending the parolee back to prison.

15 MINUTES...*(From page four)*

tion by implementing practices never done before. For example, I will be holding regular conference calls with supervisors in the field.

I want to know what their issues are, where they see us going, what we can be doing to improve programs, and what they need from management to be effective in their jobs.

The stronger our supervisors are within our new mission, the more effective we are going to be.

Q. How do you judge success? What are the benchmarks that you use to gauge progress when faced with tough challenges?

A. The first element I use to judge success is staff morale. If staff feel good about doing their job and they feel excited about being apart of something good, then I think that we are making a difference.

For me, I try to get to know my staff well enough to know how they felt about being a part of what this department does.

That is a very significant gauge on whether we are being successful. I don't necessarily expect staff to

agree with everything we are doing but it is imperative that they understand why we have to do it.

Staff are the barometer for the health of the organization, and we can't do anything but through the people of this department.

Q. What has been the largest professional challenge you have faced in your career? How did you turn that challenge into a success?

A. Moving past and healing from the terrible riot we had at Pelican Bay in February 2000 is my largest professional challenge to date.

Although I was the Chief Deputy Warden at the time of the riot, I became the Warden at Pelican Bay in July 2000 and I inherited a prison that was locked down and a staff that was emotionally wounded.

There was apprehension about inmates ever walking around again in a general population setting, and there were terrible memories of the really bad day where we shot 16 people.

It was a great challenge to get from there back to a normal operation where staff felt safe and secure in their job and where they felt like they could

move forward and do their job without the shadow of the riot hanging over them.

The way I faced that challenge was by communicating with staff and getting their input and ideas.

During this time is when I first came up with the idea of two kinds of inmates, those that want to program and those that do not.

The staff identified those inmates, and we met with them and began inmate activity groups wherein they worked together to get along and to start a program.

It was a slow and methodological approach to getting the prison back to normal operation. It took a long time not only with the inmates, but with the staff as well, to be able to move on and move forward from where we were.

Along those same lines, one thing that helped during that time was that it was the staff that identified how to approach the inmate population.

The staff was empowered to talk to the inmates, and identify the group of inmates that were going to continue to be violent, and those that wanted a program without violence.

I listened to those staff and their recommendations were implemented.

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SLOW...*(From page two)*

Many participants credited the program with opening their eyes.

"I learned a lot from the prisoners," said a 13-year-old visitor. "Prison doesn't look fun to me."

Another 13-year-old agreed.

"I don't think I would want to go to prison for a long time," he said. "Not even for one day."

The inmates who participated in the program worked hard to make sure it gives at risk youths a look at

the grim reality of prison.

For some of the prisoners, the program is their chance to do something good. The program is not a "scared straight program." It is the reality of an inmate's life.

The three inmates and three staff who participated in the program tried to personally relate to their visitors, acting as peers, avoiding a lecturing tone that might be used by parents or school officials. They also talked to

the youth about dealing with peer pressure; having a long-term outlook; violence and its effects; and taking responsibility. The inmate discussions all involve the real life stories of the group of men whose crimes run the gamut from drug dealing to murder. Each of the Inmate participants is serving a life term. The staff involved drew a verbal picture of what it's like to work in a prison and what good decisions can do for a person.



Secretary Hickman poses with participants during a three-day field operations supervisory meeting Oct. 25, 26, 27. Joe McGrath believes these kinds of middle-manager supervisor trainings are critical toward the necessary transfer of knowledge, and empowerment of supervisors in the field.

I will always admire and respect the heart of those that took the risks and brought the program back up safely.

Q. What do you see as the most positive change that the Department had undergone so far?

A. One of the most positive changes I have seen so far is that we are beginning to talk to each other at all levels of the organization.

The Secretary has held meetings with managers and supervisors in large group settings to talk about the strategy that we are undertaking with the reorganization and where we have come from, how we got here, and,

most importantly where we are going.

In my career I have never seen that happen before. It's the most obvious positive change we have undergone so far; though we still have a long way to go. We are so large and we need to continue to work on that communication.

We are also conducting leadership training for mid-level managers and supervisors which we have never done before.

We are working in coordination with CSU-Sacramento to put together a curriculum for our leadership. This program is rolling out currently and will continue over the next couple of years.

This training is important because

we will be investing in our current supervisors as our future leaders. This brings up the issue of upcoming retirements; we will have movement out of the organization based on demographics of age and retirement eligibility and so forth.

However, if our leadership training is successful — that is a huge part of succession training. We want our staff to not only understand the nuts and bolts of how you operate in a correctional setting, but also to understand how to lead people, and how to entice follower-ship to accomplish the mission.

This is something we have never done in my entire career and I am very excited about it.